

CAREER OPPORTUNITIES IN SPORTS AND ATHLETICS

HOW TO
FIND THAT
DREAM POSITION





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ABOUT THE AUTHOR...

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His interest in sports as a professional career began by acquiring a similar career sports guide which eventually led to his attendance at Biscayne College in Florida for specialized training in this area and also introduced him to the field of sports psychology.

He is currently serving as a performance and motivational consultant for corporations and athletic organizations.



PREFACE

Today's growing interest and emphasis placed upon athletics coupled with the increasing amount of leisure the public now enjoys, have made the world of sports one of the fastest developing segments of American business. The need in all levels of sport for well trained, competent people increases since these individuals will be the life line of any successful athletic organization.

The 70's have opened a whole new sports market with the many technological advancements and the new legislative enactments. With the arrival of Title IX as well as the influx of television exposure to the various non-traditional sports, the career opportunities for the sports minded individual has dramatically increased especially in the area of female sports.

Unfortunately many have been misled by the media coverage that is generated towards the sports arena. Positions in sports are not all glamour and, as in any other hard sought after field, the "big rewards" are not so easily attainable. To achieve that dream career, much initiative, hard work, and a certain amount of luck is required. Much talk has been given in job hunting that "it isn't what you know, but rather who you know." Even though there is some truth to this statement, the positive approach taken by this publication to the real winner is, "you have to be good before you can be lucky." After a certain amount of experience and contacts in the field, you can begin to create your own opportunities in controlling your own destiny. Quality people who are persistent will eventually be noticed, no matter what field of endeavor they are in.

The purpose of this publication is to give you pointers from someone who has been there and knows what it takes to realize personal goals. Like any advice you may render regarding your future, nothing beats the experience from someone who has already accomplished that interest, but advice can only take you so far. The bottom line here is "you" have to make it happen in your own life and decide what course of action is best for your situation.

As will be stated from time to time in this guide, the world of sports is a tough field to crack. Any athlete or successful sports administrator will tell you that sports demand much of its people, but the rewards are there for those who are willing to stick it out and pay the price.

It has been said that there are three kinds of people in the world: those who watch it happen; those who wonder what happened; and those who make it happen. Whichever category you fall in will determine the success you will experience with this guide.

1

WHY A CAREER IN SPORTS

Edited by Daniel Metzger

It's five minutes before the start of the Super Bowl. Even though you find the pre-game show interesting, you can't wait for the kick-off...

...You're one of the fifty thousand cheering fans. You can't decide if you want the Manager to shorten his talk on the mound and let the pitcher throw, or if you want the conversation to go on and give the ace right hander more time to settle down...

...The center leaps high, grabs the defensive rebound, lets loose a bullet of a pass. It's caught by the quick forward, who puts it up from fifteen feet out. Two more points. Now we're only down by three...

...What is that darn coach saying in the dressing room? Intermission is lasting too long. Why don't they come back on the ice for the third period and break this scoreless tie...

...You go to school or you work. That's O.K., but when you go to a game, or watch one on television — that's excitement! You're lucky if your girl friend or wife likes it too. Maybe that's partially why you get along so well. When you get the paper, you open to the sports section first. You can't wait for the television weatherman to finish his forecast so you can get the latest scores.

Let's face it. You're a sports fan. Some, who don't understand, even call you a "sports addict."

Often you think about how great it would be to

actually work for a team or athletic organization. You're discouraged by comments like "Only ex-athletes get front office jobs," or "You have to be the boss' son to get a job with the team." While the ex-athlete does get priority and the owner's son can have the job if he wants it, the fact remains that with all the new leagues and franchises, there just aren't enough ex-athletes who want or who are qualified for the positions much less enough of the owners' sons to fill the position vacancies.

All over the world people are preoccupied with sports. Millions of dollars are spent preparing some Olympic teams to win as much glory as possible in the once in every four year event. Riots start when frustrated "fans" see their local team lose a close contest. In many countries like the United States, professional athletics has become a billion dollar enterprise supported by millions of spectators annually.

The fascination with sports in this country has reached epidemic proportions. There are hundreds of leagues in dozens of sports for students in elementary schools, junior highs, high schools, and colleges, not excluding the semi-pros along with the professional scene. In fact there are organized leagues for just about every type of person in this society. Although most of us participate in some form of recreational activity, we are also a great nation of fans. The willingness to pay money to watch athletic events has spurred perhaps the fastest growing business in our country today ... professional athletics.

Watching sports has become a major interest in the lives of many individuals. It's often the main topic of conversation between friends and even casual acquaintances. It's a form of relaxation and stimulation. Since many of us dream of being involved in sports on a daily basis, we are constantly looking for a way to coordinate this preoccupation with the economic necessity of earning a living.

The professional athlete has done what most sports enthusiasts dream of doing. He participates in athletics on a year round basis and earns his living by doing it. Unfortunately, the proportion of our population qualified for this vocation is micro-

scopic. However, there are other ways to be involved in sports and one need not be athletically gifted to enter. This publication will help you to reach that goal. Having seen that sports is a vast industry with millions of dollars flowing through its many facets, there is a great deal of need today for qualified administrators on every level. The sports industry has openings for many types of working men and women. From ticket takers to contract lawyers, there are positions for the right people.

Being perfectly fair, there is one great overriding negative aspect to getting a position in sports. There are many people, like you, who want a sports career just as much as you do. In fact, there are many more people who would prefer to work in sports than there are jobs available. Moreover, because the world of sports has such exciting careers, the supply of potential employees is enormous. Salaries are often quite low when compared to a similar level position within private industry since there is always someone who is willing to work twice as hard for half the compensation just to get a "foot in the door." There are jobs and you may get one, if you are willing to be patient.

To assist the many people all over the country who are interested in sports careers, Athletic Achievements has published this revised guide. The guide does not promise you a position but it does offer information that is not available anywhere else in publication form. Your application to the guidelines outlined in these pages will determine your success or lack of it. The guide will highlight the basic areas in athletics and will give you some helpful information in fields you may have never even considered.

It will explain the types of positions that are available, tell you where you may go for training, examine application techniques, and explore various areas of opportunities with an enclosed director of leagues, franchises, and athletic organizations. There are jobs and although they are tough to attain, they are rewarding. Perseverance is the key to success in any vocation and with a push in the right direction, you might be on your way.

Just remember. No longer are positions in athlet-

ics and sports administration awarded only to retired professional athletes. The sports market of the future will be dominated by the creative, dedicated individual, who can foresee the trends and issues of tomorrow.

2

HOW TO CHOOSE THE CAREER THAT'S RIGHT FOR YOU

How often do you see people that have been working numerous years at the same position and simply dread going to their jobs in the morning? Better yet, think of the individuals you know who have spent countless years of educational training and post graduate work only to find out shortly after accepting positions that they are in the wrong field, or are in a career that was nothing like they thought it would be.

Unfortunately, one of the main concerns of industry today is that too many people are in jobs that are not suited for them. This results in discontented employees who become less productive with lower initiative and self esteem. Nearly 50% of the American workforce in the 70's were dissatisfied with their jobs and with the advent of automation and a more demanding economy, people are finding themselves either without jobs or taking positions unrelated to their field of study. Another reason the workforce is finding itself in dead-end positions and meaningless lines of work, is that many individuals either have too many responsibilities to risk a career change, or simply are not qualified and are too old to become retrained in a career that they truly desire.

The intent of this chapter is to present guidelines to help you avoid falling into the same dilemma by giving you insight in choosing and developing a career that's right for you.

When developing your career, an approach to use in discovering areas of interest is to determine what

activity you would pursue for pure enjoyment and satisfaction had you the entire day to spend with all your financial needs already taken care. This may sound somewhat idealistic, but remember, we're talking about how you plan to dedicate anywhere from 1/3 to 1/2 of each working day for the remainder of your life. One of the faults of our educational system has been its poor preparation of presenting realistic views of what to expect in the typical work day.

By buying this publication, many of you have already made that career decision, and hopefully you are in a position to make the necessary moves. However, before you give that final commitment and pick up the stakes, let's make certain the world of sports has as much to offer as you may think it does. As has already been stated, disillusionment of a particular field has crushed many a dream and left numerous turnover victims searching for the right fit in the marketplace.

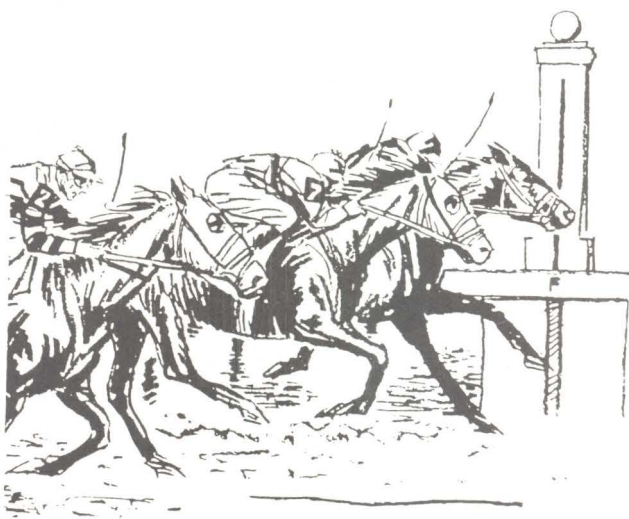
If the approach was taken of pursuing a career as an ideal way to spend each day much like a hobby or side activity, a great deal of us would likely choose to be a professional athlete of some sort. Obviously most of us would fall short of realizing this goal due to physical limitations and formal training. For many who may or may not have an athletic background, just being around the atmosphere and environment where the action takes place can be a fulfilling occupation since that sport or field of endeavor is the love of their life. Yet we also see professionals, especially high performers such as athletes and pilots, who are unable to accept positions in their respective areas after retirement because they are no longer on top directly doing it.

How then do we develop a plan of action for the career that includes both the ideal lifestyle and yet can still be realistically attainable? What it boils down to is where are "your" priorities as far as salary, travel, self-esteem, personal investment, etc., that you are willing to accept and sacrifice in both your own and, if applicable, your family's situation?

A simple way to start is to determine whether you are more job or career oriented. To differentiate

between the two, those who desire a more structured day, guaranteed salary, security, and stable benefits without the possibility of much position diversity or mobility, would probably fall into the work definition of a basic job or line of work. This category is paid by the hour and will usually involve sports positions in the support staff of office help, maintenance, and stadium management to name a few. Qualifications and training in this area are minimal and can be compared to likewise positions in other industries.

If an individual is seeking self-fulfillment in a flexible workday and a compensation structure with room to provide for creativity, demanding challenges, and opportunities for mobility, then this person would be considered career oriented. These positions are classified as company or monthly scaled and due to their more technical nature, require a great deal more experience and training. Another advantage for the career-minded individual is the ability to make smooth career changes due to the experience gained within the profession, and in many cases, may eventually have the opportunity to control one's own destiny to be independent.



3

TAKING STOCK IN YOURSELF

Since many of you have already decided to pursue a career in the world of sports, the next step is to determine what personal strengths and weaknesses you presently possess so that you may be able to narrow down your choices to actual positions and gauge your market value. One means of assessing your interests and potential is by taking personality profiles and general aptitude surveys. These can be administered by either your high school counselor, college relations office, the human resource division with your employer, or possibly with the psychological measurement bureau in any university psychology department. Results can be interpreted by a professional who can point out interests and qualities that you possibly were never aware had even existed.

When taking stock in yourself, list all your natural and developed strengths which you feel could be an asset and marketed in your job campaign. At the same time depict all your known deficiencies and areas where you feel you are weak and lacking development. Looking at some possible strengths could be an individual's ability to work under pressure, developed journalistic and writing talents, self-discipline, good communication skills, and an outgoing personality. To exemplify possible weaknesses, one could be considered not to be aggressive, overly emotional in a crisis situation, lack an ability to work well with numbers, and possess a poor speaking voice in front of an audience.

Take several tries at this task and be as specific as

possible. By taking stock of your physical and intellectual qualities, you will have a better idea where you fit in the many job descriptions and discover areas that need improvement.

If your goal was to become a public relations director for an NFL franchise and you presently didn't possess good speaking qualities and writing skills, then obviously you must improve in these areas or choose a position that is more conducive to your background. Remember too if you didn't have the potential or the desire to improve on a skill that is lacking or undeveloped, then too you should move on to an area where you are not only more qualified, but also where you are more willing to make the necessary sacrifice to improve these deficiencies.

Once you are comfortable with this inventory, begin another list of the pros and cons in what you consider to be essential in your ideal work day. Pros, or the positive, could be considered the daily aspects which are of high importance to you, and the cons, or the negative, represent features that you wouldn't especially like to have as part of your day. Even more imperative here try prioritize in order from the most to the least important items in each category. No matter what position you eventually choose to pursue, it will always have a certain amount of meaningful and undesirable traits. You are going to have to decide which points are of most value and what negative qualities you are most willing to tolerate.

Some comparisons that you will likely make, and even some that may appear right now to be of no concern but very well could be in years ahead, are as follows:

- Structured 9-5 day — urban work setting
- Flexible 6-12 hour day — people contact
- Mental work — prestigious image
- Physical work — high pressure setting
- Travel — relaxed, self-paced atmosphere
- Relocation — management oriented
- Commission, incentive salary — guaranteed income
- Creative tasks — individualized, research oriented
- Indoor setting — advancement opportunities

This is just a sample of the many factors that will influence your work style. Chances are that the list you develop will change through the course of your life as you re-evaluate personal values. Continuously update your priorities so that you are always aware of what you expect from your employment. One of the keys to job satisfaction is making sure that the qualities which motivate you and also are most meaningful to you are present in your work environment.

With this composite picture of what you have to offer and expect from your career, it's time to start looking at specific areas of sports and breaking them down eventually to the position that's right for you.

4

SPORTS CAREERS AND POSITIONS

Sports organizations can be viewed in many ways as just another corporate or business entry. A more realistic way to look at the many sports administration opportunities is to consider them business administration positions in an athletic setting. Many of your executive staff members (President, Treasurer, Business Manager) do not even have a sports background. In fact, many professional organizations do not even have their home offices located near an athletic facility. So those of you who thought a career in athletics would be all hype like Sunday afternoon football, then you better take a hard look of what being a "professional administrator" is all about.

While few sports related positions have the exact identical corporate set-up, most are basically similar in job descriptions. The concepts and training involved resemble that of any business vying for the public's dollar with finance, marketing, public relations, and promotions being areas of strong emphasis.

Sports administration is not the only area of opportunity in the world of sports. Other equally important areas include coaching, the media, support staffs, and consultant work. Each of these professions will be explained and broken down to its individual positions.

This chapter can only illustrate to you the general job descriptions of a typical organization, but to get a real feel about a specific interest or particular occupation and learn more about the everyday

intricacies of what actually is involved, visit someone performing those tasks in the field you plan to pursue. By examining the position first hand, you will be able to determine if your expectations were realistic and at the same time discover if this is truly how you want to spend your life. You will find out in a hurry whether you are seriously committed to a chosen career in athletics, or if your interest was nothing more than a fleeting fantasy for the glamour in sports.

You could very well find yourself using this technique of informational interviewing several times in even numerous careers before you discover what is meant for you. As will be mentioned over and over, revert back to your personal inventory or keep it with you mentally in developing your goals and job selection.

It's the recommendation of this publication to do your career soul searching now before you find yourself in that disillusioned position trap which could lead to permanent job dissatisfaction.

PROFESSIONAL SPORTS ADMINISTRATION

The majority of sport positions will be of an administrative nature. Professional sports administration can be divided into two areas: the governing agencies of an entire sport which would include the Commissioner's office; and the team's front offices themselves. Unlike collegiate and amateur sport where the emphasis is geared towards participation and education, (though many critics may hold this statement to be a lost myth), every professional team is run like a business where the bottom line is profit, and winning may even be considered a secondary goal.

Front offices will vary from sport to sport as a typical major league team may staff as many as twenty positions, whereas an NBA basketball franchise can have its whole operation run by five administrative members. These varying numbers of organization employees are determined by the priorities and number of assistants each department may stress. Some franchises feel a greater need to

bolster such areas as community relations or promotional ad campaigns, while other organizations may split these positions under one title. An NFL football club, which faces near sellouts each Sunday, can be content with only a ticket manager to run its sales campaign while an NBA basketball team, which neither has the attendance or television revenue, may be forced to hire a marketing and a promotion specialist to sell tickets as a main source of income.

Professional sports administration is the toughest of all facets of sports to break into not only because of the small staffs, but also, as an example, when the need arises to replace or hire a public relations or marketing specialist, these positions are usually filled by leaders in the field who have had as many as 20 years experience in their profession.

The basic positions in a typical front office along with a review of their responsibilities are as follows:

General Manager

This is the pinnacle of success for most administrators. In many cases he has both team and corporate responsibilities and represents the link between the field manager (or coach) with the owners. General managers more than likely will rise through the organizational ranks, possibly with a minor league team, and usually have past playing and coaching experience. Even a general manager of a minor league franchise must possess sound business and human relation principles as well as having a good eye for talent. General managers will average approximately \$75,000 per year.

Business Manager

In many organizations if the general manager is not a strong business administrator, the business manager will be a major asset. He must be well versed in all aspects of business operations and act as a senior accountant in organizations with small staffs. All concession bids and outside revenue contracts are dealt with through the business manager. Business managers can make anywhere from \$20,000 to \$40,000 yearly.

Director of Operations

Depending once again on the organizational

structure, controllers have many of the responsibilities that the traveling secretaries or special services titles hold. This is a key position for aspiring administrators due to its multi-natured role and includes tasks from overall facilities director to the immediate assistant of the general manager.

Traveling Secretary

Must travel anywhere the team goes by formulating all travel plans including transportation and accommodations. An outgoing and patient personality is a must in this position when considering the amount of player grievances on the road as well as directing all operations and activities away from the home base. A background as a travel agent would be most helpful here. Somewhat on the lower end of the salary scale, traveling secretaries will be compensated about \$18,000 to \$25,000 yearly.

Director of Public Relations

Other titles and responsibilities that fall within this position depending upon the need within the organization are: director of radio - television, director of community relations, communications specialist, or possibly even director of promotions. This position can many times "make" or "break" a newly established franchise especially when dealing with the media. Main responsibilities are to coordinate all press activities, media campaigns, news releases, and create a positive image in the eyes of the public. All publications, photographs, guides and programs are filtered through this office.

Public relations is one of the most exciting yet pressure-packed positions in any athletic or corporate setting. Strong communication and journalistic skills are a must with a savvy to speak and represent the club in front of large audiences and the media.

Their compensation depending upon the diversity of the job description will range from \$30,000 to \$40,000 on a yearly basis.

Director of Player Development

Better known in many organizations as the farm director or scout in charge of minor league affairs. This position definitely requires long hours and much travel as most scouts are former players or coaches. Director of player development mostly

involves the evaluation of young talent and is in charge of nationwide scouting systems. This individual will also set up training camps and will represent clubs at various clinics. The pay scale here can vary as much as the diversity of the organization.

Director of Ticket Sales

Director of ticket sales can also be a marketing director involved with group sales and service with the capacity as a promotion assistant. Obviously the main responsibility is selling season tickets and making subscriptions available to both the public and corporations, especially in the area of group ticket plans and promotional games.

This is a very easy field to enter, but the average salary range is from \$11,000 to \$20,000 yearly with possible incentive plans.

COLLEGE SPORTS ADMINISTRATION

While the professional administrative ranks will usually have a higher scale of employee compensation and a more prestigious work environment, the collegiate scene will offer better job security and a more diverse availability of positions. By operating numerous sports programs with small staffs due to limited budgets, collegiate athletics will offer positions with a wider range of responsibilities which will give the administrator a more varied background of experience for possible future career moves. Also with the many major sports being offered at universities, there is an element of continued excitement and enthusiasm for much of the sports calendar year which individual professional sports do not offer.

The basic administrative positions and job descriptions in college sports are virtually the same as those offered in the professional circle except for the addition of the following specialized areas.

Athletic Director

This position will vary according to the size and the athletic philosophy of the institution involved. The athletic director must answer directly to both the university president and regents, as well as become a balancing force with the demands made among booster groups, alumni, and the coaching

staff. An athletic director must have a sound business background with strong management and organization skills. The salary of the position can vary from \$30,000 in a Division III school to possibly \$80,000 yearly in a nationally known institution.

Sports Information Director

Sports information directors will serve in the absence of and perform the functions of a public relations director, while also serving as a liaison between the athletic department and the media. Members working with the sports information directors will coordinate and publish all statistics, programs, and provide informational news releases. Those involved in this area will rarely experience upward mobility in the collegiate administrative ranks, but will likely continue elsewhere in the area of communications or promotions. Strong journalistic skills, the dedication to work long hours under tight deadlines, and an ability to deal with the public and media in creating a respectable sports image are main characteristics that outline those who work in this field.

The pay scale for a college sports information director will range from \$14,000 for an entry level assistant to \$35,000 annually in a highly visible major institution.

Student Athletic Academic Counselors

This position is sometimes better known as the administrative assistant to the head coach or counselor for the overall athletic program depending on the size and needs of the institution. These counselors are responsible for the academic advising and scheduling of student athletes as well as keeping stride with NCAA requirements and eligibility standards. Advisors are many times required to act as a motivating influence for the student athlete, especially when their high school education was not of a college prep nature.

The typical academic counselor position does not currently require post graduate work, but the trend will be for future advisors to have specialized training. Many ex-coaches and administrators with athletic related backgrounds have comprised the present day ranks and usually earn a salary to that of

an assistant football or basketball coach of \$24,000 to \$33,000 yearly for a 10-month appointment.

Strength and Conditioning Coaches

This is fast becoming a vital area in both the professional and amateur circles. Today's athletes are not only required to cooperate in off-season programs for increased performance, but also it has been discovered that weight training and other forms of conditioning can serve as a preventive force to certain types of injuries which also prolong the playing longevity of many performers. Strength coaches in the past served as both a part-time exercise specialist and as a team coach, but now they are hired in full-time capacities with no coaching or administrative duties.

A strong background in anatomy and exercise physiology along with personal expertise in this area are necessary requirements to enter this field. Professional consultants are paid handsomely for their services, but due to the budding nature of this field, many collegiate strength coaches are compensated from \$14,000 to \$18,000 annually.

Fund Raising Director

Due to escalating costs and maximum ceiling prices already on game tickets, the concept of fund raising is steadily becoming a key factor in the survival of intercollegiate athletics. Entry levels in this area are one of the fastest routes to entering collegiate sports while also serving as an opportune way to learn the total operations of an overall athletic program. Most fund raising directors work closely with the university's foundation, but depending on the demands and needs of a particular school, typical responsibilities would include donor prospecting and solicitation, alumni group organization, booster club coordination, donor benefit distribution for contributors, and the responsibility for directing out-of-town promotional trips.

Fund raising today requires more than just outright cash donations as it now resembles an investment market. The sale of insurance policies, scholarship endowments, and bequests of wills, are some of the methods now used to preserve collegiate athletics for the future.

A good marketing background with a desire to work with the public are necessary attributes for someone wishing to pursue this area. Advanced degrees are not required in this area as the salary range varies from a low of \$14,000 for a non-experienced entry level assistant to \$35,000 annually for an experienced director.

SPORTS RELATED OCCUPATIONS

Media Positions

Whenever a reference is made in regards to the media, this includes everyone associated with broadcasting, journalism in both magazine and daily circulations, network television productions, and over the air sports reporting. Though this is a very wide open and exciting field, it remains a difficult field to enter with many personal dues to be paid. Most media positions involve long working days, constant pressure for deadlines, daily travel, low salaries, and beginning assignments that sometimes don't even appear newsworthy.

Like other sports related careers, the media is not reserved for men alone. In fact, the opportunities to enter the sports market, especially women sportscasters, are just beginning to make its way in radio and television. With the amount of female athletes and spectators on the rise, the demand for qualified women with media expertise will overrun its supply.

There really aren't definite job descriptions in this field due to the amount of creative positions and the many shared roles among media crews. Training in this area will undoubtedly require a degree in journalism and mass communications with specialized training in speech or broadcasting. Admission to any of the institutions offering media related programs is very competitive with stiff academic requirements. Considering the fact that positions are hard to come by, it's never too soon to start developing contacts and gaining experience in this highly visible career.

SUPPORT STAFFS

Behind the scene of every successful team or organization, there are those people who are indi-

rectly responsible for making an event run as smooth as clockwork. These positions are in areas where valuable contacts and experience can be developed by entering the sports market even before your formal or informal training is completed.

Trainers

These people are the backbone of every athletic team. The difference between an injured player returning to action will depend upon the quick thinking and rehabilitative practices of these individuals.

Collegiate trainers put in long hours due to the enormous amount of men's and women's sports. Most professional trainers serve as physical therapists in private practice with their athletic affiliates regarded as part-time affairs.

Physical therapy and sports medicine are rapidly developing areas in athletics and offer the opportunity for the non-medical student to achieve a rewarding, yet not as demanding of a medical career.

Physical therapists are in short supply and therefore receive hefty incomes as compared to trainers, who many times specialize only in one area. Trainers can expect minimum compensation with a maximum professional income in the \$30,000's annually.

One of the best routes in getting a feel for an athletic trainer's position is to contact one of the nationally known Cramer Products seminars or clinics. These training sessions can qualify both students and adults alike to earn certifications to perform in high schools, recreation programs, and summer camps.

For more information concerning Cramer Products, training programs, and current newsletters, write:

Cramer Products, Inc.
Box 1001
Gardner, Kansas 66030

Equipment Managers

At times this can be a thankless position (as many of you ex-high school and college managers know),

but it does allow for the sports equipment enthusiast to display much expertise and creativity without much formal training. These support staff members are required during peak seasons to perform around the clock hours, yet are on the lowest level of the compensation scale.

Arena/Stadium Directors

Depending on the size of the facility, a great number of these positions are held by high level executives. Many minor league general managers double in this role and gain valuable experience in franchise budgeting.

If the structure is of a multi-purpose nature, a special talent for scheduling and promoting events year round is needed to attract sporting events and shows to establish a profit. Strong management skills with a business administration degree are prerequisites for someone wishing to be an arena supervisor. Compensation for a managing director in a major stadium or municipal arena could be as high as \$40,000 a year.

Groundskeepers

With the onset of artificial surfaces, the landscaping artists of yesteryear are fast becoming a dying breed. Yet if you talk to any professional athlete who competes outdoors, they'll be quick to tell you especially around playoff time, which fields and groundskeepers have the best reputations.

Schools of agriculture can provide courses and techniques for the aspiring groundsman who can be compensated generously by a team that competes in an unpredictable climate or shares a facility with several other sports tenants.

Game Officials & Umpires

Probably the most thankless job in sports, the role of a referee can also be a rewarding and profitable career. An experienced official in the NHL can earn in the neighborhood of \$55,000 annually, while an NFL referee can earn \$500.00 for each season game and up to \$3,000 for the Super Bowl on a part-time basis! For those of you who no longer participate competitively in athletics, this is an area of added income and for meeting future contacts.

Not everyone will officiate in the collegiate or professional ranks, but the possibilities are endless in the recreational and high school circuit. High school officials on the average earn \$30.00 for each varsity match in sports offered year round in both the afternoons and evenings.

CONSULTANTS IN SPORTS

The role of the consultant has taken its place in the business world and in sports. Like any other developing industry, the need has risen for experts in specialized areas to assist administrators and coaches.

Sports sociologists and geographers have been found to be invaluable to both high schools and colleges in developing future athletic participation scales and finding out where the present system has failed both academically and in athletic performance. Those involved in sports medicine are constantly developing new methods of preventive medicine and rehabilitative processes that are utilized by trainers for competitive and recreational enthusiasts. These areas are relatively new and are still in developing stages, but in the years to come, they will make their impact in sports for better performance and injury control.

Marketing Associates

With increasing costs and rising salaries causing fewer organizations each year to show a profit, many administrators are now contracting specialists in advertising, promotions, and fund raising to assist them in creating imaginative campaigns. Universities and professional franchises are finding this approach of rendering the services of a consultant more cost effective than employing additional staff members, since specialists can spend more time and perform a more thorough evaluation of a particular interest. Marketing specialists have been especially effective in the acquisition of television and radio sponsors, ticket sales, and promoting events to targeted groups.

Before franchises can be awarded or stadiums erected, marketing and feasibility studies must be completed. Marketing studies are utilized to mea-

sure a designated market for interest, potential growth as a television market, and income diversity. A feasibility study will ensure predictions of meeting environmental standards, stadium accessibility for crowd control, and the demographics of a particular populated area.

This type of sports involvement has been attractive to the non-athletic individual who can serve in the capacity as a corporate executive and still be a part of the sports scene. Degrees in Business Administration with graduate studies in finance, advertising, and marketing are necessary components for developing a sound background. Most professional consultants have as many as 20-30 years of practical experience before they enter private practice, but once an associate has created an established reputation, fees for consulting services can range as high as \$2,000 per day.

Sports Psychology

For many years western nations could not understand why eastern European countries and the Soviet Union were so far superior in the training of their athletes. It was believed that the need for better facilities and increased funding of programs would balance these deficiencies. Now that this phase of athletics has been equaled to that of other competing nations, the search continues to discover the performance edge that is lacking in western world athletics.

What has been discovered is that eastern training methods are years ahead in developing the mental capacities of athletes in conjunction with their physical potential. The techniques that are employed involve visualization of a performance, mental relaxation and rehearsal before a competition, and programming the mind how to react to physical stress and emotion. Forms of hypnosis and batteries of interpersonal inventories can be assessed on either an individual or team basis.

Though a relatively new concept in American sports, there is still much skepticism due to many non-trained psychologists performing in this area. Sports psychology is currently regulated to research at the university level with the practitioner approach still struggling for recognition. There are

many excellent schools and seminars that are presently serving the needs of coaches, athletes, and students alike.

Player Agents

Despite what you may think are necessary requirements to become a player agent, nearly anyone could represent a professional athlete in contract negotiations. Though many agents are lawyers as they may have a better feel for business law, if an athlete is willing to hire you as a representative, all you need to do is have a written contract that is binding on your services and rate of compensation.

Currently player agents are receiving anywhere from 5 to 10 percent of the gross playing contract awarded to an athlete. Even though there are presently no licensing requirements that exist, there is a move by many professional franchise owners to define guidelines for this profession before it gets completely out-of-hand.



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WHERE TO GO FOR TRAINING

When applying for a position in sports administration or any other sports related field, it is not essential that the education involved come from a specialized sports institution. In many cases, positions are created requiring diverse amounts of qualifications and experience that could be acquired in a variety of institutions and business settings. As was mentioned earlier, the field of sports administration is nothing more than a business administrative role in a sports atmosphere. A good example of the expectations for an aspiring sports enthusiast is this statement from the Chairman of Madison Square Garden & president of the New York Yankees, Michael Burke. "We do not expect young people coming to the Yankees right out of college to have any technical knowledge that can be immediately applied. Rather we are eager to get young men who are bright, willing and able to apply their general talents to any member of assignments as they learn the baseball trade."

Dick Myers, a 1971 graduate of the Ohio University program, who is now an Administrative Assistant for the Washington Redskins had this to say about the training programs:

"I can happily report that there are quite a few Ohio University graduates active in sports administration on the professional level, in collegiate athletics, in arena management, and even on the interscholastic level.

While a master's degree from various institutions does not assure one of immediate success

or even immediate entry into the field, a graduate with ability, persistence, dedication and self confidence has an excellent chance for success in his chosen field of endeavor.

I am perhaps more fortunate than some of the other graduates in the breaks I have received. I served an internship with the Cleveland Browns in 1970, finished my degree work in 1971, and joined the sports staff of United Press International in New York City where I spent seven weeks before joining the personal staff of Commissioner Pete Rozelle of the National Football League. After 21 months on the Commissioners' staff, I was asked by George Allen, head coach and general manager of the Washington Redskins, to become his administrative assistant.

While there are no guarantees of success, I, for one am glad of the opportunity that a formal program provided me and I hope that many more prospective sports administrators find the same degree of happiness that I have found in the business of sports."

For those of you who have not yet started a career and for those who have time to attend classes in sports administration or your chosen field, there are universities and colleges offering courses in the field. While no school can guarantee placement in a job upon graduation, many of these institutions have outstanding success records. The next few pages list these schools and a program synopsis. Also listed are the heads of the respective departments. It is imperative that you write them to get the complete details of their objectives and requirements.

SPORTS ADMINISTRATION PROGRAMS

St. John's University

St. Vincent's College of St. John's University in New York was the first university level school to offer a four-year bachelor's degree in Athletic Administration. Biscayne College was the first undergraduate school to offer a program in "Sports Administration." According to St. John's, the administration of athletics requires well-educated, dynamic, intelligent individuals. Its program offers

special training in the areas of supervision and executive management.

Courses concentrate in public and media relations, player contracts, personnel management, advertising and sales promotions, as well as accounting and purchasing. An internship in some area of Athletic administration is a key addition to the program. During the internship, the student will get partial on-the-job-training with an athletic organization and make contacts for future employment. Being located in a city like New York which has so many teams is another plus for the St. John's program. Some of the courses offered in the program include; Legal Aspects of Athletic Administration, Current Issues in Sports, Seminars in Sports Administration, Broadcast Journalism, Public relations, Sportswriting, Security Problems, and Financial Management.

For further information regarding this program contact:

Dean Beglane
Athletic Administration Program
St. Vincent's College, St. John's University
Grand Central and Utopia Parkways
Jamaica, New York 11439
(212) 990-6161

Biscayne College

Biscayne College in Miami, Florida is considered to be the sports administrative program of the future as it offers a four-year undergraduate program with a major in Sports Administration. According to Biscayne, it now offers a Master's Program in specialized areas of sports as its Sports Administration program places special emphasis on management and communications skills. Top experts in various sports fields will lend professional counsel in seminars, internships, and independent study courses. Also offered will be internships in areas that will provide additional learning experiences for advanced students. Some courses offered at Biscayne include: Current Special Issues in Sports, Athletic Public Communications, Plant Management, Profit Income Expenditure Factors in Athlet-

ics, and Seminars and Symposiums in Sports Administration.

For further information on Biscayne's program contact:

Dr. Joseph Hoy
Sports Administration Division
Biscayne College
16400 N.W. 32nd Avenue
Miami, Florida 33054
(305) 625-6000, Ext. 108

GRADUATE PROGRAMS:

Ohio University

Ohio University has perhaps the best known program in Sports Administration. It offers a highly selective masters program which accepts only 25 students each year. The program was started in 1966 due in part to a suggestion by Walter O'Mally, the owner of the Los Angeles Dodgers, who saw a need for specialized training for sports administrators. The program is now geared toward both professional and inter-collegiate athletics. The program may be completed in one year with the student taking three semesters of on-campus courses and at least one semester in an internship position. It is a highly flexible course of study and after two required courses, students may select courses from any other department including Business, Economics, Communications, Radio-T.V., Computer Sciences and Recreation. The internship provides the student with practical experience with a sports related organization. Recent internships included the National Football League's Commissioner's Office, the Cincinnati Reds, Cleveland Indians, University of North Carolina, Capital Centre, the Milwaukee Bucks, and the Tampa Bay Soccer Club. Graduates of the program may be found in all areas of Sports Administration.

On campus guest speakers are also an integral part of the program as are field trips to various Athletic facilities.

For more information about the Ohio University program contact:

Dr. Charles Higgins
Grover Center
Ohio University
Athens, Ohio 45701
(614) 594-5018

Durham College

Durham College of Applied Arts and Technology in Oshawa, Ontario, Canada offers a two-year undergraduate program in Sports and Entertainment Administration. Durham says that it aims its program on the skills of administration. Training focuses upon the development of knowledge in understanding skills and values in all administrative areas. Emphasis is placed on the role of administrators in relationship to coaches, athletics, and other sports serving groups. The program includes field work where students spend one day a week under actual working conditions in research projects with sports specialists, who are brought in to share their experiences, developing their own personal library of related course material, case studies and field trips to sporting and entertainment facilities and organizations.

For further information regarding Durham College contact:

Mr. D. Skinner - Department Head
Sports and Entertainment Administration
Durham College of Applied Arts and Technology
P.O. Box 385
Oshawa, Ontario Canada
(416) 576-0210, Ext. 377

University of Massachusetts

The University of Massachusetts of Amherst, Massachusetts is offering a master's degree in Sports Studies with a related degree in Sports Administration. Sports Studies specializes in the history, philosophy, sociology and social psychology of sports. In addition to course work students in sports administration intern with a sports organization and take courses in the School of Business

Administration. A specialization in Sports Administration is also offered to undergraduates at this University.

For more information about this Sports Studies program, write:

School of Physical Education
Curry Hicks Building
University of Massachusetts
Amherst, Massachusetts 01002
Guy Lewis/Dept. of Sports Studies
(413) 545-0621

Western Illinois University

Western Illinois University has offered a master's program in Sports Management since 1972. This degree program involves the Departments of Physical Education and the College of Business at W.I.U. and includes two required courses in each discipline. Elective courses relevant to a student's career interests provide for flexibility and may include, in addition to other course work in Physical Education, courses in Communications, Computers, Educational Administration, Management, Marketing, Personnel, Psychology, Recreation and Sociology. The culminating experience of the program is an internship which generally involves one semester off-campus. Students electing the school track serve their internship in a secondary school or a college/university while those following the non-school track usually earn internship credit within a professional sports organization or in another sports related business. During the past 11 years our students have served internships nationwide with 125 different institutions and organizations. Graduates of the program may be found in all areas of Sports Management including positions with the following: (organizations) Chicago White Sox, Detroit Pistons, Milwaukee Bucks, Rochester Red Wings, San Antonio Spurs, San Francisco Cow Palace, Wilmet Fitness Club; (universities) Florida International, University of Illinois - Chicago and Urbana, Maryland, Nebraska, Richmond, San Jose State, Southern California, Texas A & M, West Texas State, Wichita State.

For more information regarding this program contact:

Dr. Beatrice Yeager
Physical Education Graduate Coordinator
Western Illinois University
Macomb, Illinois 61455
(309) 298-2103

UNITED STATES SPORTS ACADEMY

One of the most innovative and specialized institutions for those interested in athletics is the U.S. Sports Academy. The school's graduate division has established one of the foremost programs in Sports Medicine and Sports Administration by recruiting the nations leading figures in these fields to serve as advisors and instructors.

A key aspect of the Academy's student services is not only its ability to place applicants with positions in the United States, but also throughout the world where professional athletic expertise is lacking. Physical educators, coaches, recreation specialists, and administrators alike are encouraged to send their credentials to the Academy for the possibility of overseas employment.

The U.S. Sports Academy is very selective regarding the admission of students to its highly technical programs. For more information contact:

Dr. Thomas Rosanth
United States Sports Academy
Box 8650
Mobile, Alabama 36608
(205) 343-7700

BROADCASTING SCHOOLS

Brown Institute

One of the most well known radio-television broadcasting schools is the Brown Institute located in Minneapolis, Minnesota and Fort Lauderdale, Florida. Brown Institute was founded in 1946 and currently has graduates employed in radio and television from coast to coast. The average Brown Institute graduate steps up regularly in salary, and often

moves to larger stations and more responsible positions. The schools placement service helps the graduate make these advancements. Many graduates who prefer administrative work now own their own broadcasting stations.

Radio-television broadcasting students who have completed at least eight weeks may take the Sports Course at the same time. Play by play experience involves one or two major sports located in the Twin Cities area depending on the time of year the student wishes to attend.

For more information on this exciting field, contact:

Mike Mullen
Director of Broadcasting
Brown Institute Campus
3123 East Lake Street
Minneapolis, Minnesota 55406
(612) 721-2481

ADDITIONAL SPORTS ADMINISTRATION PROGRAMS

The following institutions also offer programs in sports but are not as established as the aforementioned schools:

Wichita State University
Dept. of Health & Physical Education
Dr. Tom Hansen
Box 16, Multipurpose Bldg.
Telephone: (316) 689-3340

Arizona State University
Dept. of Physical Education
Sports Administration Studies
Dr. Miller
Tempe, Arizona
Telephone: (602) 965-3875

Ohio State University
School of Health
Dr. Ed Coates
315 Pomerese Hall
Columbus, Ohio 43210
Telephone: (614) 422-4217

SEMINARS

Sports Administration School

For those of you who would like to become better acquainted into Sports Administration but cannot attend full time school, Athletic Achievements is in the process of setting up seminars that could possibly offer college credit.

As with any other conference, Athletic Achievements cannot guarantee anyone a position in sports administration, but those in attendance will be exposed to all facets of sports related work. A typical session would include advertising, fund raising, concessions, publicity, players contracts, and ticketing to name a few.

Prominent sports administrators, executives, sports psychologists, athletic directors, and publishers would be featured speakers for such a four day event. If you have a particular interest in attending such a seminar, please contact or write Athletic Achievements to express your concern.

National Fund Raising Conference

It was mentioned earlier that one of the key areas in the future of tomorrow's athletics, as well as an opportune way to learn the operation of intercollegiate athletics and advance in the administrative ranks, lies in the field of fund raising. A well known conference that has served as a learning experience for both the entry level and experienced administrator is the National Fund Raising Conference. This four-day event has been held annually for the past ten years during the month of June in Las Vegas, Nevada.

The seminar features some of the nation's most prominent fund raisers who have directed their programs to goals over \$4,000,000. Not all topics are regulated to fund raising as many leaders in the corporate and sports related world are invited to make presentations regarding issues facing all sports administrators.

By attending, one advantage for the student or non-sports professional is to get a better feel for

athletic administration and be exposed to possible job openings and opportunities that may not be published otherwise.

For more information, please contact:

Lyn Eilefson
National Fund Raising Conference
Box 1421
Placentia, California 92670
(714) 733-2677

UMPIRE SCHOOLS

Wendelstedt Umpire School

This well-known school runs winter sessions from January to February. Sixteen former students have worked in the 1982 World Series, Playoffs, and All-Star game. Write:

National League Umpire
Harry Wendelstedt
88 South St. Andrews Drive
Arnond Beach, Florida 32074

Joe Brinkman Umpire School

This famed American League Umpire holds two sessions yearly — (1) in California and (1) in Florida. With the use of video equipment, lead instructors John McSheery (N.L.) and Nick Bremigan (A.L.) teach you the best techniques in a personalized atmosphere. For more information:

Joe Brinkman Umpire School
Box 40308
St. Petersburg, Florida 33743
Telephone: (813) 825-0953

Micky Owen Umpire School

American's authority on youth basketball and summer camps also directs an established umpire school. Micky's sessions run from May through July as the format includes rules study, field experience, and mechanics instruction. Carl Lewton, former pro umpire, leads an experienced staff.

Write for a fee brochure:

Micky Owen Umpire School
Dept. NS-83
Miller, MO 65707



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PLAN OF ACTION TO SUCCESS

Even if you know you are qualified and would enjoy a particular position that would be fulfilling today, would you really want to continue this exact routine for the next 20 years? Better yet, will the pros and cons of your lifestyle inventory be the same in the 1990's as they are in the 1980's? This is a problem for those in the work force who have dead-end positions and are simply looking for new challenges.

A good example of this are the coaches in both the college and high school ranks who have little training outside their athletic endeavors and now due to budget cutbacks, age, or other career changing reasons, have few employment alternatives. Their training was very concentrated, and even though their profession was rewarding and self-fulfilling, there was a little room for upward mobility or a job enlargement. This is why you'll find so many coaches and physical educators going back to school to diversify their background for future career options.

A trap many aspiring people find themselves in is becoming lost in the organizational maze of being overlooked for promotions or an increased enhancement of tasks. Many times it is not the fault of the employee due to the structure of the organization or even the very nature of the position. In some firms particular entry level hirings can be considered a major accomplishment for certain individuals in view of their shallow experience and background. Several years later management may

also review this situation as an ongoing failure if the individual is still at the same level and is not progressing.

Whenever one considers making a career or position change, as well as considering the possibility of going back for retraining, the timing of the move is a key factor. Unfortunately very few people sit down to develop a timetable and to take stock in themselves for a sense of direction to that ultimate position.

The basic strategy most career developers lack is a "plan of action." To be successful today in athletics or any other walk of life for that matter, one must be able to foresee and be innovative of the needs and the coming issues not just in the 80's, but in the decades to come. In the last ten years alone there have been more controversial issues and changes in both the collegiate and professional ranks than there has been in the last 50 years. Those in athletics who have sacrificed and prepared themselves to meet the challenges, and are flexible enough in their training and experience, are the ones who will capitalize on the opportunities and benefits of tomorrow.

No better illustration of this than those who are involved in sports medicine, strength coaching, and sports psychology. Not so long ago these fields were virtually unheard of, but for the individuals who foresaw these needs and struggled with the developing stages, they are now the leaders who are reaping the rewards of their efforts.

Al Davis of the Oakland/Los Angeles Raiders of the NFL, epitomizes a man who looked into the future and developed his thoughts of what he felt was needed for the betterment of professional football. From his involvement with the infant AFL in the early 60's, to his recent franchise move from Oakland to Los Angeles for its enormous potential in the Pay and Cable TV market, controversial Al Davis realized his dreams despite much pessimism and many hurdles to conquer.

Take any great athlete or businessman and you will realize that talent alone did not breed their success, but also it was the follow through of their plan

of action and self-direction that led to the fulfillment of their goals.

SETTING GOALS IN CAREER DEVELOPMENT

Before you can put a plan of action into effect, goals must be established to efficiently channel your energy and effort. The first phase in goal setting is to identify the areas of life in which you have the greatest need to excel for accomplishment. These can be either personal, career oriented, or even related to your amateur hobbies or sports. The areas that you adhere your greatest desires will provide the necessary drive in fulfilling your objective. In other words, the greater the desire to achieve, the more you will be driven.

In developing your overall career goal to succeed, refer back to your personal inventory and the targeted area of sports you have chosen. With this in mind, try to project in ten years what position or level in your field you would like to be, your desired annual income, what your most personal possessions would be, your most important achievements and personal experiences you acquired, and the responsibilities you would like to be involved in with your social affiliations and your developing family. (A five year projection can be used if it is more comfortable for your situation.)

Don't forget to include the goals and desires of your spouse or family. Many broken homes today were caused by the lack of communication between spouses in the planning of their careers. Your ten year projection will not be considered a success if only your career goals were satisfied and not your personal and family ones as well.

You now have established some definite goals which represent a composite view of your expectations for the future, but do the features and qualities of this projected lifestyle coincide with the information collected from your personal inventory? Stated more simply, is there a realistic and feasible transition from your present situation considering strengths and weaknesses, as compared to what it will take to attain your future goals?

To be more comfortable with the answers to these questions and confident that you can go from today's dreams to tomorrow's realities, try to identify areas in which you need skill development and a plan of action for improvement. In this plan determine your priorities in signaling your willingness to make the necessary sacrifices such as retraining, relocation to another state, personal improvement, etc., in order to accomplish these goals. If you are still in school or have the opportunity to continue your education, make sure you have prepared your training schedule with built-in flexibility for future positions and possible career changes. By concentrating in only one area of study and by not having a very diverse program, you are limiting your options and marketability for the future.

These generalized goals need to be as specific as possible. When crystallizing your thinking, keep the following suggestions in mind:

- Open your thinking. Don't assume what you can or can't do without allowing yourself to want it. Being realistic about your background doesn't mean limiting and holding yourself back from a position you want. Be creative and expand your horizons to the limit of your potential.
- Make your goals tangible and measurable. Intangible goals can't be measured and therefore are very difficult in gauging your success. Just stating the condition that you want an education in sports is an intangible objective. Explicitly stating that you want a Masters degree in Sports Administration by 1985 makes this condition both tangible and measurable.
- The more defined and specific a goal becomes, the easier it will be to visualize and achieve. A good way to separate your goal is to identify between short range (immediate to one year) and long range (one year and beyond) objectives. Your ten-year projections represent your long range goals and therefore will not be as detailed as your immediate short range targets of today.
- Learn to goal balance when conflicts arise between two things you want at the same time, but also when both of these have an equal

amount of desire attached to them.

From time to time as your priorities and values change, you will be confronted with this conflict. Try to determine what benefits will be gained versus the possible loss and risk of each.

Take for example if you have saved enough money for both a trip to Europe and your tuition for the upcoming school year, but realistically cannot afford both if you also desire to attend a specialized sports administration program that will incur additional costs. The benefits are obvious for each option, but the real difference is seen when comparing the loss of not attending a specialized school which can serve a more long term fulfilling need than either a three week trip or completing your education at a local institution that isn't as well known or does not have a technical sports program.

Not all of us would make the same decision in the above example, as once again, priorities and values will differ between individuals and tend to fluctuate through one's life depending on the particular situation.

- Overcome your obstacles and develop confidence in your abilities. Each step in your building block effect in accomplishing goals will possibly have one more obstacle that will stand in the way of future goals. Don't go around obstacles by finding solutions and setting goals that are easily attained causing you to not be challenged and motivated. At the same time if your obstacles do not have a viable solution, then possibly the goals are too high and need to be re-evaluated through your personal inventory.

Now you are ready to begin pursuing what could very well be one of the most important developmental periods of your life. Though you may seem at times to be falling away from your goals, just remember to be aware and realistic of your strengths and drawbacks in determining the course of action you must consistently follow in fully realizing your potential to that ultimate dream.

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AREAS FOR ACQUIRING EXPERIENCE

When applying for a particular position, the one main aspect that will separate the majority of the applicants is the creativity and depth in their background. Whether it be volunteer work study or salaried experience, it's never too soon to start acquiring skills and developing contacts for future employment. Due to the large degree of organized athletic activities for nearly every segment of the population, there will be less competition for positions in the less publicized non-traditional sports, like women's basketball and men's softball, than those associated with a major professional organization or franchise. It's not the size of the firm or sport that will add meaning to your credentials, but rather the quality of the experience you gained which will make you more marketable.

You'll be surprised that with the proper approach how many top sports executives will be receptive to sit down with you to discuss the intricacies of a particular position and possibly even put you on a volunteer project to get your feet wet. By being professional and assertive with your contacts, you'll be making an impression on the team's management, and if the occasion should arise where a vacancy does open, you may be in the right place at the right time to fill that vacancy. Remember that you must be more innovative and aggressive than the next guy who's pursuing your same interests if you are to crack into a tough job market.

Some top administrators have entered the field in novel ways. Take for example this story which was

printed in National Sports Marketing Bureau's publication on Ron Wolf, Vice President of the Tampa expansion franchise of the National Football League. While in college, Mr. Wolf subscribed to a football magazine and often wrote to the editor to correct errors and make suggestions. The editor was so impressed with Wolf's suggestions and corrections that he offered him a job. He later recommended Wolf to Al Davis, of the Oakland Raiders. He took Wolf on as an assistant and when Davis became Commissioner of the American Football League, Wolf went with him. When Davis returned to the Raiders, Wolf returned as personnel director and did a brilliant job of drafting. He landed the Tampa job without even applying for it.

Two brothers from New York, Pete and Carl Marasco also entered sports administration in a odd way. Both loved football and as a hobby began gathering statistics on college seniors. They wrote to practically every college with a football program and watched as many college games as they could. With the huge amount of material they collected, they proceeded to rate the college seniors as to their professional potential. They even predicted the order in which players would be selected in the National Football League draft. They leaked their predictions to a football magazine, and after seven years of accurately forecasting the draft, they became recognized as experts and left their jobs to take positions in Sports Administration. Pete Marasco is now a scout for the New York Jets, and Carl Marasco is the personnel director for the Chicago Bears.

These men really entered sports administration via left field but they prove that positions are there for people with imagination, initiative and determination.

Many front office men at the major league level received their training in the minor leagues. They didn't care who they worked for or how much they made. They just wanted a chance to prove themselves and learn Sports Administration from the bottom.

A good example is Pat Williams, General Manager of the Philadelphia 76'ers. After playing minor

league baseball, Mr. Williams went to work for the Spartanburg Phillies, a minor league team in South Carolina. At Spartanburg, he created a promotion for everyone of the Phillies 63 home games. The year before Mr. Williams arrived, Spartanburg drew only 46,000 for the entire season. By the time he was ready to move on, attendance soared to a record 173,000 in a county with a population of only 145,000. Pat Williams went on to become Business Manager of the Philadelphia 76ers and General Manager of the Chicago Bulls, before moving on to Atlanta and then back to Philadelphia. Not everyone has the promotional genius of a Pat Williams but the point is that he made his reputation in the minor leagues.

As you read the daily sports pages in your local newspaper or circulated magazine, be aware of recent administration changes or the formation of expansion franchises and developing leagues. Both newly established teams and conferences will have smaller budgets, and depending on the nature of the kind of sport, experienced people will be either hard to come by in this area or those who have expertise will not be willing to accept a lower pay scale. In addition, be alert for athletic departments that are expanding and creating first time positions. Universities are always looking to diversify high salary positions with entry level professional positions such as areas of public relations and marketing. Splitting job roles this way does not jeopardize the organization, but adds a degree of specialization to augment limited salary budgets.

These are the ideal situations you are looking for since you are not competing in areas of the established franchises where there are many experienced people. The key to your future is getting your "foot in the door."

Another excellent approach to gain valuable experience and possibly to get that "foot in the door," is to pursue an internship. Internships are not only granted through educational institutions, but also can be attained by soliciting organizations individually. An internship may include a stipend for your services or can also be contracted through your institution's department advisor for possible

course credit. Many executives today were hired permanently due to the exceptional performance that was received during their intern period.

If you wish to solicit an internship on your own, consult the directory of this publication for the names and addresses of the organizations you wish to contact. Always try to pursue an area or particular team you would like to work for. You never know what could transpire during your trial period. Never just send a letter, but make an appointment in person with the director or department head. If the franchise or organization is not sold on the idea the first try, be persistent and restate your proposal at another occasion which would appear to be an opportune time during the sports season. Your aggressiveness and tenacity alone could sell your position if the club is that impressed.

Never rule out the obvious such as your local high school or recreation department when developing your plan of action for acquiring experience. If coaching is your forte, then check out the possibility of student coaching for college credit or taking over an athletic program in the private school system. Private schools are not as stringent on awarding coaching positions to only faculty staff members and the opportunity for advancement is much quicker since the concept of tenure is not applied in their athletic staff positions. For those of you with college playing experience, numerous graduate assistantships are allowed for each intercollegiate team. Unfortunately no salary is involved, but the training and contacts made in the collegiate ranks will prove to be invaluable. Even though these initial years will be of a volunteer nature, it's much easier to begin in the collegiate system than trying to move in from the high school ranks.

If you are still in high school or college, there are numerous opportunities right before your very own eyes. With the many budget cuts and positions being abolished in our country's learning institutions, many athletic directors would welcome your services in one way or another and possibly provide you with some form of compensation.

Sports editors, statisticians, and publications specialists can always be utilized by sports informa-

tion directors and departments. Trainers and managers are continually in short supply in both the high school and collegiate circle. Many universities are now offering scholarships for students who work in these areas. Scholarships of this nature resemble the aide granted student athletes who are competing athletically.

Numerous part-time and full-time positions are available without prior experience at major auditoriums and arenas, as well as country clubs, tennis and racquet clubs, and recreation centers. Not only are you being paid for a job you enjoy doing, but you will also be able to rub shoulders and possibly meet contacts with the various events and professional performers that are scheduled. Most of these positions can be accomplished without even giving up your regular income or while you are still completing your education. Don't rule out volunteering your services during national golf or tennis tournaments, or even spending your free time around the local race track. By just being helpful and asking questions to the right people, eventually you will be noticed by someone for consideration if you are sincerely honest about pursuing the field of your choice.

A gutsy yet determined approach is that of attending national conferences and league meetings. Vince Naus, 1980 graduate of Biscayne College in Miami, Florida, attended the 1979 Major League Baseball's winter meetings in Toronto, Canada, to learn more about the sport and hopefully develop contacts for future employment. Though the adventure was costly, his efforts were not in vain. By mixing with the many franchise representatives and presenting his objectives, he landed an intern position with the Amarillo Gold Sox of the Texas Baseball League. Soon after his appointment he was named General Manager of the club for the remainder of the summer season. His accomplishments were so profound that the club's owner made a recommendation to the Baseball Commissioner, Bowie Kuehn, indicating that Vince was an aspiring administrator with definite potential. Shortly before graduation at the age of 23, Vince Naus was offered an administrative position in which he reported directly to the Commissioner. He was the youngest

individual to ever hold such a position.

Success stories like these are rare, however, they definitely can come true for the individual who is willing to "pay the price." Vince's education and many trips to conferences and seminars were not cheap and neither were the conditions very luxurious at his summer internship at Amarillo, Texas. The point is, Vince had set his priorities and believed in his convictions no matter what the odds were. In fact, Vince did not even have an athletic background.

Whenever you come upon a contact or lead, follow it up completely until you are sure it's a dead end. Many letter writings and long distance telephone calls will only lead to more of the same, but follow them up entirely even if you think you're on a wild goose chase. As long as there is another lead or contact to be made — do so.

Bruce Jenner said it so well when a reporter asked him how it felt to be the "best in the world" after his decathlon victory. His response was, "the best in the world is somewhere out there and doesn't even know it. He's probably sitting behind an office desk right now. The difference is either he doesn't know it or didn't care enough to do anything about his talent. I'm really not the best in the world, I simply wanted it more than anyone else in the world."



8

APPLICATION TECHNIQUES

In most situations, you never really "apply" for an athletic related position, because sports organizations, especially professional franchises, literally never publicize an opening. Since openings are so scarce, those who arrive at the "right time," whose personalities mix and appear the best qualified, are the ones who get the jobs.

As was mentioned earlier, timing is the key factor in nailing down a job in sports. Many years may pass by before an individual may retire or move on to another team. If you, your letter of application, or your resume happen to be sitting on the General Manager's desk at that time, you may get the break you've been waiting for. This is why it is so important to continually follow up on your best leads. Even if you make an infrequent call to an organization for only a few minutes, the object is to keep your name in the back of your contact's mind.

Always read sports sections carefully. Sometimes there will be a hint that an administrator is accepting another position or is ready to retire. Another hint on timing is that most jobs are filled before the season begins as most changes are made at the conclusion of the schedule. Therefore, the best time to contact any team or league office would be at the conclusion of the season. Also, all intercollegiate athletic openings are circulated to all institutions throughout the country and many can be found posted in most athletic business offices. Though many of these positions have someone already chosen as a replacement, it never hurts to pursue

them. Remember, "nothing ventured, nothing gained."

By now you have the picture that anyone with a developed contact has the best chance of landing a position since only 18% of all professional, managerial, and executive jobs are advertised or listed with agencies, search firms, or newspapers. It makes sense — the more good contacts you make... the better the opportunities you will have to explore. Never underestimate developing contacts through part-time occupations, social/civic activities, local influentials, past athletic acquaintances, or even during major sporting events.

Once you have decided where to apply for a sports related position, you need to develop a cover letter and prepare a resume for the job you are pursuing.

COVER LETTER

The cover letter is very important and should accompany all resumes. Its main purpose is to introduce you to your potential employer and to get him to read your resume. It is important that you adhere to the following guidelines:

1. It must be neat, grammatically correct and it should be typed. Remember, you want your first impression to be a good one. Never use mimeographed form letters, and if at all possible, select paper and letterhead for a professional touch.
2. Address the letter to a specific person. A letter is more likely to be taken seriously when it is addressed to an individual. This is why we have included in our directory the name of either the general manager or owner of the various teams. If you are applying to an organization not listed in the directory, call its office and ask the secretary for the name of the man or woman in charge of personnel.
3. The first paragraph of your letter is very important. In these few words you must make the reader want to continue reading. Try to get the reader's attention but don't use a cute expression or cliché. Don't abbreviate any words. Type every word in its entirety. Since you are applying for a serious position, a light approach will not

be appreciated.

4. Highlight your educational or business background, but put detail in your resume.
5. Let the organization know that you are willing to work and all you want is a chance. Be sincere. Enthusiasm for the industry and career field is vital.
6. Always ask for a personal interview. If it is a local organization, you may even suggest that you will telephone them for an interview.
7. Above all, you must impress the reader that you have something to offer the organization. This is what all organizations are looking for — someone above the grade to make a positive contribution.
8. Keep your letter brief and to the point. You are just summarizing your career while your resume will fill in the details.

Included are some sample letters from a typical student and a businessman with a background of considerable experience. When reviewing the letters, take a close look at the opening and closing paragraphs as well as the words that have been used as a means of persuasion. While you shouldn't just copy these samples, you should be able to directly borrow words, phrases, sentences, and paragraphs and creatively adapt their use to your own background.

Though you will usually accompany your letter with a resume, the combination of the two will rarely produce as many interviews as a well-written letter. In a letter you can tailor your presentation, discuss what you can do, or arouse curiosity. Besides, resumes, if not designed very impressionable, make it easier for readers to discover a reason for disqualifying you.

SAMPLE LETTER FROM STUDENT CONTACTING EMPLOYERS

1983 Opportunity Street
Philadelphia, PA 19104
June 30, 1982

Mr. George Washington, President
Philadelphia Freedom
1 Liberty Square
Philadelphia, PA 19104

Dear Mr. Washington:

Philadelphia Freedom's reputation as a first class organization has inspired me to contact you in regards to possible employment. While I may lack professional experience in sports administration, I feel I have the potential and enthusiasm to make a success.

I am a recent graduate of Biscayne College where I have taken specialized courses that will enable me to be an asset to your organization. In addition, I have worked the last two years on a part-time basis, as an assistant to the public relations director at Sporting Goods International. My earnings allowed me to not only finance my education, but also gain valuable experience in communications and dealing with the sports public.

In my part-time capacity, I have been exposed to a variety of public relation problems and have learned how to deal creatively with them. In the absence of a senior executive, I was given complete responsibility for company relations with local recreation groups.

The field of sports has always fascinated me and I want very much to make it my lifetime occupation. I am willing to take upon any available positions or projects in order to prove myself to you.

Enclosed is a copy of my resume. I am looking forward to meeting you personally at your convenience.

Thank your for any considerations.

Sincerely,

Paul Revere

Enclosure

SAMPLE LETTER FROM EXPERIENCED APPLICANT FOR CONTACTING EMPLOYERS

Dear _____:

The enclosed resume highlighting my advertising background may be of interest to you should an opening occur in your public relations or promotion department.

As a professional with five years successful experience, I thought that my experience in this field might be of interest to you.

Some of my recent accomplishments include:

- Being selected to the National Promotions Advisory Board;
- Increased our promotional efforts to the third largest campaign in the industry.
- Have recently developed an industry-wide media guide that will soon be published for the public.

At 36 years of age and married with three children, I have a BS (1978) from the University of Minnesota and an MA (1981) from Boston University in advertising. Relocation and travel requirements present no problem.

I have always been interested in the field of sports and feel I could adapt my knowledge of advertising to help promote your franchise.

I am confident that you will find a personal meeting at your convenience both interesting and mutually profitable. I look forward to seeing if I can present some exciting ideas with the challenges you face ahead.

Sincerely,

Paul Revere

Enclosure

RESUME

Your resume should be a summary of the highlights of your life. It is very important because it is the tool by which you may attain the personal interview which is so vital to your chances of success. The purpose of the resume is to get you that interview and it will also serve as the main topic of conversation during your interview.

1. OBJECTIVE

Your career objective is the first thing that appears on a resume. It should define your employment goals clearly and concisely. Just to say that you want a position in Sports Administration is not enough. You must define the area of Sports Administration in which you would most likely be an asset and justify your choice. Be concise but do not limit your availability.

2. SUMMARY OF QUALIFICATIONS

This section of your resume should include a few of the outstanding highlights of your career. It is a tool for attracting attention. Through these highlights you will be showing how you can make a positive contribution.

3. EDUCATION

The detail required in the educational section of your resume will depend on what stage of your business career you are in. If you are an upcoming or recent graduate, then your education background should dominate. Give as much information as possible. List your major and minor subjects and if you had a good grade average include this information also. Add all extra-curricular activities to show you are a well-rounded individual. For those who have a long work history, the education section of the resume need not be as complete. If you have completed college, list dates, name of college, location, and degree earned. Always list the top level of schooling first. If you attended graduate school list that first. If you entered the business world directly

from high school, list dates, name of school, and type of diploma you received. Even if your education is limited, do not leave it out. If you have taken home study courses or night school courses, include them. They will show a willingness on your part to work and learn.

4. EMPLOYMENT

When listing your employment record, start with your most current jobs and work backgrounds. Include starting and leaving dates, name of company, your position, and a brief summary of your duties. For the new graduate, list all part-time and summer work applicable to your field of interest. It is important that you show that you have had some business experience. For the experienced worker, this is the heart of your resume and you should point out your career achievements. Salaries need not be stated in your resume. In fact, if you do so, you will often limit your bargaining power. Salary will be discussed at the interview so save it until that time.

5. PERSONAL INFORMATION

It is important to give your potential employer a certain amount of personal data since you are trying to present a complete picture of yourself. You have probably never met and your resume only lists some of your achievements. This personal section tells him more about you as an individual. It should include your date and place of birth, height and weight, your marital status, number of children (if any), type of residence, hobbies, clubs or social affiliations, and your service record. If your military service was extensive it may appear in the employment section of your resume.

These are the basic ingredients of a good resume. Don't leave out any important information but be sure it is stated in a clear, concise, believable manner. Remember, you are communicating with a knowledgeable, busy executive who will not wade through pages of detail. Always remember to be factual because if he is interested in you, chances are there will be a credit check.

SAMPLE RESUME

Paul A. Revere
1983 Opportunity Street
Philadelphia, PA 19104
Phone: (405) 377-0247 (B) 624-7301

EMPLOYMENT OBJECTIVE

Position in sports administration leading to franchise administration in public relations or promotions.

SUMMARY OF QUALIFICATIONS

Educational background concentrated in business administration with emphasis in personnel psychology and relations. Sports administration minor specializing in public relations, sports psychology, and wellness fitness programs.

Familiarity gained through promotional and fund raising procedures gained with experience as program coordinator with a major university.

My strongest personal assets are self-discipline, strong communication skills, aggressiveness, and a personable disposition. My main attributes are the ability to organize, innovate, and deal with the public while at the same time being able to be very influential.

EDUCATION

Freedom College, Philadelphia, Pennsylvania

Graduated in 1980 with a Bachelor of Science in Personnel Administration and a minor in Sports Administration. Electives have been predominantly in industrial relations with emphasis in psychology/sociology departments. Scholastic record: 3.0 (out of 4.0) in Major Field 3.7 in Minor Field

Biscayne College, Miami, Florida

Considered one of the best sports administration programs in the country. I completed 24 credits towards my minor in the winter of 1980. During this time I earned recognition to be on the Dean's list.

Valley Forge High School, Boston, Massachusetts

Graduated 25th out of 250 in a college preparatory, military school. Member of the concert and marching bands as well as receiving the rank of officer in the R.O.T.C. junior program.

Honors:

National Honor Society (1974); Punctuality Award (never tardy or absent in 4 years); Class President.

Extracurriculars:

School paper editor; Football and Baseball letterman; United Way "Big Brother" program; NRA; Intramural coordinator.

EMPLOYMENT EXPERIENCE

Michigan State University (1981-1983)

Assistant to the Athletic Director. Athletic department assistant in a big 10 Conference school dealing with a \$2.0 million goal in fund raising and promotional efforts. Coordinating drives and football functions around the state in close collaboration with the Director of Athletic Gifts and MSU Foundation.

George Washington School (1977-1979)

"Athletic Director and Physical Education Instructor" Responsibilities included the selection of athletic staff and supervision of facilities and personnel. Promoted the state's largest and most financially successful basketball tourneys at this level. Budget setting and adult program coordinator were duties as local YMCA community link in adult wellness and fitness programs. While coaching, posted a 71-19 won/loss record in three years which was tops among all City schools.

Hartford Civic Center (1974-1979)

Learned the operation and management of a major arena complex. Part-time employment involving general maintenance and event supervision.

PERSONAL INFORMATION

Born May 25, 1956 in Hartford, Connecticut; Hgt. 5'8". Married 5-15-82; free lance writing, all sports, World War II history, craft building, music and high school officiating in five sports. Member of National Exchange Club and United Way "Big Brother" program. Am presently taking graduate courses en route to earning a M.S. in Motivational Psychology.

REFERENCES

Will be furnished upon request.

CONCLUDING COMMENTS ON RESUMES

The importance of your resume is something which really can't be overstated. One thing you must avoid is having a resume which looks just like every other average resume in circulation. The most effective resume in helping you meet the objective of creating interest, will normally be one which is accomplishment oriented. It must sell your ability as well as your experience, while designed to minimize the communication of your liabilities.

Your resume needs to be custom tailored to not only fit the individual position you are applying for, but also must correspond to the development of your experience. The mistake most job hunters make is presenting the same resume for various unrelated positions while at the same time refusing to periodically update the content material.

If you are young and inexperienced, you will do best if you find some way to turn this liability into an asset by mentioning youth attributes such as: the ability to learn quickly, enthusiasm and drive, aggressiveness, and natural problem solving talents. Try to project yourself as a "mature" person with sound judgment. In your resume if you are short on experience, emphasize the "functional" side of your potential and talents, without making it obvious that these positive assets are undeveloped through actual experience.

A distinctive appearance including selection of good format, use of high-quality paper and typeset copy, will all greatly improve the uniqueness and professional touch of your resume.

There are so many methods to follow for resume writing and no two personnel executives will agree upon the same technique. What you need to do is simply produce the best document possible, given the advice at your disposal. Just remember, if the talent and potential are there, there will always be a place in the workforce for you if you are willing to "pay the price" and be persistent in your job search campaign.

INTERVIEW

If your introductory letter and resume do their job, you will probably be called for a personal interview. This is a very important step and this first personal contact will be extremely important in considering your application for employment.

Before the interview, form a strategy that will let you at least partially lead the meeting. Begin by making sure you are on time. General Managers are busy people and if you are late, it will either cut into your allotted time or cancel you out all together.

In either event, it will probably be a strike against you if you are late. Dress conservatively. While you often see many professional athletes wearing the most outrageous clothes, owners and the administration are usually conservative. Remember, conservative attire will not offend anyone while a gaudy outfit may rub someone the wrong way. Always wear a darker colored suit with a tie. Keep your hair medium length — and while beards and mustaches are now accepted — the opinion of this publication is to be clean shaven. Try to maintain an athletic, healthy physical image. Though you can't be discriminated for this, it sure can help.

As for the interview itself, try to be at ease. Everyone will be a little nervous at first but you must remember that the General Manager, or whoever is doing the interviewing, is human too and must be interested in you or else he wouldn't be seeing you. Questions will be based on your letter and resume, so it's a good idea that you study these documents before the interview so details are fresh in your mind. Try to be as educated as possible about the interviewing organization especially in regards to its current issues and the position you are applying for. Each interview and interviewer is different, but these things should help in just about any situation:

1. Be polite, present a sincere nature, wear a quick smile, and display an interesting and enthusiastic personality.

2. Have a firm grip when shaking hands and "always" keep direct eye contact.
3. Be frank and answer all questions asked. If you do not know the answer to a particular question, say so, don't try to fake it.
4. Be alert and eager. Never appear bored or disinterested. Try to keep the conversation concentrated on your positive achievements and how you can help the organization.
5. Don't exaggerate your achievements. It's easy to check any extraordinary claims you make.
6. Be a good listener and if time permits, ask intelligent questions about the organization.
7. If your strategy toward leading the interview does not work, don't fight it. Let the interview lead. You must be a good listener as well as a talker. Don't fall into the trap of formulating answers or rebuttals in your mind while the interviewer is talking.
8. Don't rush your answers. After a question is posed, it is not necessary to give an instant answer. Take a few seconds to organize your thoughts and then give a direct answer.
9. Be consistent and truthful. Don't agree with an interviewer just because he says something. No organization likes just "yes" men, so you don't have to agree with everything. On the other hand, don't go out of your way to disagree with everything just to show your independence.
10. Don't dwell on your past experience. Find out what the new position requires and point out how you can apply your know-how to it.
11. Don't try to "snow" your interviewer with your sport knowledge or name dropping. He probably knows more than you and he is looking for a worker, not a fan.
12. Never beg for a position. Organizations are looking for individuals who are in demand and have something unique to offer.

13. Speak well of your present employer. If you speak poorly about him, then your potential employer may feel you will do the same to them.
14. Always follow up with a thank you letter to show your appreciation and concern with the organization. It could be the touch to make the difference.
15. Remember that there are many people looking for jobs in sports and you must show the interviewer that you are more eager, sincere and serious than the others, and that you are willing to start anywhere just for the chance to make a positive contribution to the organization.



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CONCLUSIONS AND TIPS

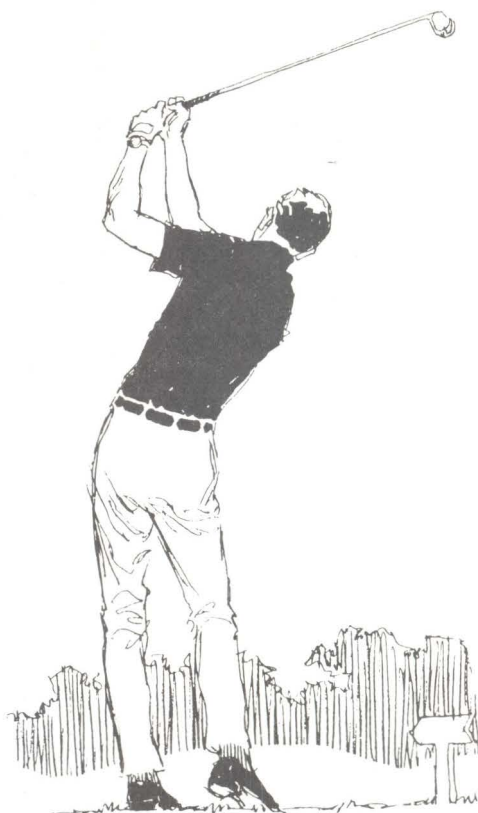
Realistically your success depends on your diligence. Now you have a head start and have learned some of the facts in the sports world field. Don't let letters of rejection get you down — you will receive many of them. If a team tells you that there are no openings at the present time, but will talk to you in person if you like, by all means do it. Follow up all leads and if someone in sports does see you, be sure and write a letter of thanks for his or her time. Your chances really depend on yourself.

Keep in mind: Are you willing to write to all these teams? Are you willing to work anywhere, doing anything? Are you willing to start out at a modest salary? And are you willing to keep trying when the odds are against you and the rejections are piling up?

SUMMING IT ALL UP

- **Sports related positions are tough fields to crack.**
- **Try to think of someone you know who has a connection in sports and ask for help.**
- **Have a good activities record.**
- **Prepare a cover letter for yourself.**
- **Have your resume worked out.**
- **Get any kind of sports experience that you can.**
- **Always follow up with letters to people who offer help.**
- **Don't be sensitive to rejections.**

- **Sell your attributes and show how you are special.**
- **Dress conservatively if you get a personal interview.**
- **Write to as many organizations as possible.**
- **Write after season has just ended and when you read of an opening.**
- **Most of all, never give up.**



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DIRECTORY

Following is a directory of major professional franchises and league offices. It will provide you with addresses, and the name of the person to write to so you can inquire as to possible employment openings. With the addition of the several new leagues, and many new teams on the sporting scene this past year, we must warn you that franchises may have moved to new headquarters, or even ceased their operation by the time you get this list. If the Postal Service returns one of your letters, write to the Commissioner's Office and request the teams new address.

New arenas are springing up across the country and their administrative staffs not only book sports events, but concerts, circuses, trade shows and many other attractions.

Minor League baseball is the real training ground for the majors and has produced many of the top executives in the sport.

This Sports Career Guide and Directory contains much valuable information but is still only a career search helper. Investigate and use your initiative to make contacts. Any one of them could be your starting point.

Now, it is up to you. Remember, send out as many letters as you can and talk to as many people as you can. The road to success may be rough, but the rewards can be very satisfying. If you have time, please write us of your success, or lack of it, in your attempt to enter the world of sports, using the techniques we have suggested.

HEAD OFFICES

AMATEUR—OLYMPIC COMMITTEE

U.S. Olympic Committee
F. Don Miller - Exec. Dir.
Olympic House
1750 E. Boulder Street
Colorado Springs, Colo. 80909
(303) 637-5551

ARENAS

International Association of
Auditorium Managers
Attn: William Feder
One Illinois Center
111 E. Wacker Drive
Chicago, IL 60601

BASEBALL

Office of the Commissioner
Bowie Kuhn - Commissioner
75 Rockefeller Plaza
New York, NY 10019
(212) 586-7400

AMERICAN LEAGUE
Lee McPhail - President
290 Park Avenue
New York, NY 10017

Baltimore Orioles
Jerold Hoffberger - President
Memorial Stadium
Baltimore, MD

Boston Red Sox
Jean R. Yawkey - President
Fenway Park
Boston, MA 02215

California Angels
Gene Autry - President
P.O. Box 2000
Anaheim, CA 92803

Chicago White Sox
Eddie Einhorn - President
Dan Ryan @ 35th Street
Chicago, IL 60616

Cleveland Indians
Gabe Paul - President
Cleveland Stadium
Cleveland, OH 44114

Detroit Tigers
Jim Campbell - President
2121 Trumbull Avenue
Detroit, MI 48216

Kansas City Royals
Joe Burke - President
P.O. Box 1969
Kansas City, MO 64141

Milwaukee Brewers
Bud Selig - President
Milwaukee County Stadium
Milwaukee, WI 53246

Minnesota Twins
Calvin Griffith - President
501 Chicago Avenue South
Minneapolis, MN 55415

New York Yankees
Gene McHale - President
Yankee Stadium
Bronx, NY 10451

Oakland Athletics
Walter Haas, Jr.
Roy Eisenhardt
Oakland Alameda County Coliseum
Oakland, CA 94621

Seattle Mariners
Dan O'Brien - President
P.O. Box 4100
Seattle, WA 98104

Texas Rangers
Eddie Chiles
P.O. Box 1111
Arlington, TX 76010

Toronto Blue Jays
R. Howard Webster - President
P.O. Box 7777, Adelaide St.
Toronto, Ontario M5C 2K7

NATIONAL LEAGUE
Charles Feeney - President
220 Montgomer Street
San Francisco, CA 94104

Atlanta Braves
Ted Turner - President
P.O. Box 4064
Atlanta, GA 30302

Chicago Cubs
Andrew McKenna - President
1060 West Addison Street
Chicago, IL 60613

Cincinnati Reds
Dick Wagner - President
100 Riverfront Stadium
Cincinnati, OH 45202

Houston Astros
Robert Harter - President
P.O. Box 288
Houston, TX 77001

Los Angeles Dodgers
Peter O'Malley - President
1000 Elysian Park Avenue
Los Angeles, CA 90012

Montreal Expos
John McHale - President
P.O. Box 500, Station M
Montreal, Quebec H1V 3P2

New York Mets
Fred Wilpon - President
Shea Stadium
Flushing, NY 11368

Philadelphia Phillies
Bill Giles - President
P.O. Box 7575
Philadelphia, PA 19101

Pittsburgh Pirates
Dan Galbreath - President
Three Rivers Stadium
Pittsburgh, PA 15212

St. Louis Cardinals
August Busch, Jr. - President
250 Stadium Plaza
St. Louis, MO 63102

San Diego Padres
Ballard Smith - President
4994 Friars Road
San Diego, CA 92121

San Francisco Giants
Bob Lurie - President
Candlestick Park
San Francisco, CA 94624

BASEBALL (MINOR LEAGUE)

National Association of
Professional Baseball Leagues
P.O. Box A
St. Petersburg, FL 33731

American Association
Joe Ryan - President
P.O. Box 382
Wichita, KS 67201

Appalachian League
Chauncey DeVault - President
Box 927
Bristol, VA 24201

California League
Bill Wickert - President
677 Santa Barbara Road
Berkeley, CA 94707

Carolina League
Wallace McKenna - President
Box 1326
Lynchburg, VA 24505

Eastern League
Pat McKernan - President
26 Spadina Parkway
Pittsfield, MA 01201

Florida State League
George MacDonald - President
Box 414
Lakeland, FL 33802

Gulf Coast League
George MacDonald - President
Box 414
Lakeland, FL 33802

Gulf States League
Howard Green - President
1244 Karla Drive
Hurst, TX 76053

International League
George Sisler - President
401 Times Square Bldg.
Rochester, NY 14614

Midwest League
William Walters - President
P.O. Box 444
Burlington, IA 52601

New York - Penn League
Vince McNamara - President
220 Brookside Drive
Buffalo, NY 14220

Northwest League
Bob Richmond - President
Box 848
Eugene, OR 97401

Pacific Coast League
Roy Jackson - President
Box 530
Paoli, PA 19301

Pioneer League
Ralph Nelles - President
Box 570
Billings, MT 59103

Southern League
Billy Hitchcock - President
Box 528
Opelika, AL 36801

Texas League
Carl Sawatski - President
Box 5240
Little Rock, AR 72205

Western Carolinas League
John H. Moss - President
Box 49
Kings Mountain, NC 28086

BASKETBALL

NATIONAL BASKETBALL ASSOC.
Lawrence O'Brien - Commissioner
645 5th Avenue
New York, NY 10022
(212) 826-7000

Atlanta Hawks
100 Techwood Drive, NW
Atlanta, GA 30303
(404) 681-3600

Boston Celtics
Boston Garden at No. Station
Boston, MA 02114
(617) 623-6050

Chicago Bulls
333 North Michigan Avenue
Chicago, IL 60601
(312) 346-1122

Cleveland Cavaliers
P.O. Box 355
Richfield, OH 44286
(216) 659-9100

Dallas Mavericks
Reunion Arena
777 Sports Street
Dallas, TX 75207
(214) 988-0117

Denver Nuggets
P.O. Box 4286
Denver, CO 80204
(303) 893-6700

Detroit Pistons
Pontiac Silverdome
1200 Featherstone Road
Pontiac, MI 48507
(313) 338-4667

Golden State Warriors
The Oakland Coliseum Arena
Nimitz Freeway & Hegenberger Rd.
Oakland, CA 94621
(415) 638-6300

Houston Rockets
The Summit
Houston, TX 77046
(713) 627-0600

Indiana Pacers
920 Circle Tower
5 East Market Street
Indianapolis, MN 46204
(317) 632-DUNK

Los Angeles Lakers
P.O. Box 10
Inglewood, CA 90306
(213) 674-6000

Milwaukee Bucks
901 North Fourth Street
Milwaukee, WI 53203
(414) 272-6030

New Jersey Nets
Brendan Byrne Arena
East Rutherford, NJ 07073
(201) 935-8888

New York Knickerbockers
Four Pennsylvanis Plaza
New York, NY 10001
(212) 563-8000

Philadephia 76ers
Veterans Stadium
P.O. Box 25040
Philadelphia, PA 19147
(215) 339-7600

Phoenix Suns
P.O. Box 1369
Phoenix, AZ 85001
(602) 266-5753

Portland Trail Blazers
700 NE Multnomah Street
Suite 950 - Llody Building
Portland, OR 97232
(503) 234-9291

San Antonio Spurs
HemisFair Arena
P.O. Box 530
San Antonio, TX 78292
(512) 224-4611

San Diego Clippers
San Diego Sports Arena
3500 Sports Arena Blvd.
San Diego, CA 92110
(916) 226-1275

Seattle Supersonics
C-Box 14102
Seattle, WA 98114
(206) 628-8400

Utah Jazz
Salt Palace
100 S.W. Temple
Salt Lake City, UT 84101
(801) 355-5151

Washington Bullets
One Harry S. Truman Drive
Landover, MD 20785
(301) 350-3400

FOOTBALL

THE NATIONAL FOOTBALL LEAGUE
Pete Rozelle - Commissioner
410 Park Avenue
New York, NY 10022

American Football Conference

Baltimore Colts
P.O. Box 2000
Owings Milles, MD 21117
(301) 356-9600

Buffalo Bills
One Bills Drive
Orchard Park, NY 14127
(716) 648-1800

Cincinnati Bengals
200 Riverfront Stadium
Cincinnati, OH 45202
(513) 621-3550

Cleveland Browns
434 Eastland Road
Berea, OH 44017
(216) 696-5555

Denver Broncos
5700 Logan Street
Denver, CO 80216
(303) 296-1982

Houston Oilers
P.O. Box 1516
Houston, TX 77001
(713) 797-9111

Kansas City Chiefs
One Arrowhead Drive
Kansas City, MO 64129
(816) 924-9300

Los Angeles Raiders
332 Center Street
El Segundo, CA 90245
(213) 322-3451

Miami Dolphins
3550 Biscayne Blvd.
Miami, FL 33137
(305) 576-1000

New England Patriots
Schaefer Stadium - Rt. 1
Foxboro, MA 02035
(616) 543-7911

New York Jets
598 Madison Avenue
New York, NY 10022
(212) 421-6600
or practice: (516) 538-660

Pittsburgh Steelers
Three Rivers Stadium
300 Stadium Circle
Pittsburgh, PA
(412) 323-1200

San Diego Chargers
San Diego Stadium
P.O. Box 20666
San Diego, CA 92120
(619) 280-2111

Seattle Seahawks
5305 Lake Washington Blvd.
Kirkland, WA 98033
(206) 827-9777

National Football Conference

Atlanta Falcons
Suwanee Road at I-85
Suwanee, GA 30174
(404) 588-1111

Chicago Bears
55 East Jackson
Chicago, IL 60604
P.O. Box 204
Lake Forest, IL 60045
Administration (312) 663-5100
PR, Personnel (312) 295-6600

Dallas Cowboys
6116 North Central Express.
Dallas, TX 75206
(214) 369-8000

Detroit Lions
1200 Featherstone
P.O. Box 4200
Pontiac, MI 48057
(313) 335-4131

Green Bay Packers
1265 Lombardi Avenue
Green Bay, WI 54303
(414) 494-2351

Los Angeles Rams
2327 Lincoln Avenue
Anaheim, CA 92801
(714) 535-7267

Minnesota Vikings
9520 Viking Drive
Eden Prairie, MN 55344
(612) 828-6500

New Orleans Saints
1500 Poydras Street
New Orleans, LA
(504) 587-3034

New York Giants
Giants Stadium
East Rutherford, NJ 07073
(201) 463-2600

Philadelphia Eagles
Broad St. & Pattison Ave.
Philadelphia, PA 19148
(215) 463-2500

St. Louis Cardinals
P.O. Box 888
St. Louis, MO 63188
(314) 421-0777

San Francisco 49ers
711 Nevada Street
Redwood City, CA 94061
(415) 365-3420

Tampa Bay Buccaneers
One Buccaneer Place
Tampa, FL 33607
(813) 870-2700

Washington Redskins
P.O. Box 17247
Dulles International Airport
Washington, DC 20004
(703) 471-9100

Canadian Football League

J.G. Gaudaur - Commissioner
1 Bala Plaza, Suite 415
Bala CYNWYD, PA 19004
(215) 667-8020

B.C. Lions Football Club
Bob Ackles - General Manager
550 Burrard Street
Vancouver, B.C. V6C 2J6

Calgary Stampeder Football Club
Joe Tiller - General Manager
McMahon Stadium
Box 3957, Station B
Calgary, Alberta T2M 4M5

Edmonton Eskimo Football Club
Norm Kimball - General Manager
11820 Kingsway Avenue
Edmonton, Alberta T5G 0X5

Hamilton Tiger-Cat Football Club
Ralph Sazio - President
Box 172
Hamilton, Ontario L8N 3A2

Montreal Alouette Football Club
Robert Geary - General Manager
Autostade, Cite de Havre
Montreal, P.Q. H3C 3R4

Ottawa Rough Rider Football Club
Frank Clair - General Manager
Lansdowne Park
Ottawa, Ontario K1S 3W7

Saskatchewan Roughrider Football Club
Ken Preston - General Manager
3418 Hill Avenue
Regina, Saskatchewan S4S 0W9

Toronto Argonaut Football Club
Dick Shatto - General Manager
655 Dixon Road Unit 52
Rexdale, Ontario M9W 1J4

Winnipeg Blue Bomber Football Club
Earl Lunsford - General Manager
1465 Maroons Road
Winnipeg, Manitoba R3G 0L6

United States Football League

United States Football League
Chet Simmons - Commissioner
52 Vanderbilt Avenue
Fourth Floor
New York, NY 10017

Arizona Wranglers
Jim Joseph
Brad Liebman
2200 North Central Avenue
Suite 107
Phoenix, AZ 80504
(602) 253-8326

Birmingham Stallions
Jerry Sklar - President
1313 Bank for Savings Bldg.
1919 Morris Avenue
Birmingham, AL 35203
(205) 251-8735

Boston Breakers
Bob Caporale - President
133 Federal Street, 12th Fl.
Boston, MA 02110
(617) 357-8735

Chicago Blitz
Edward Diethrich, M.D. - President
P.O. Box 3000
Park Ridge, IL 60068
(312) 298-8725
(312) 298-0100

Denver Gold
Ron Blanding - President
5280 Vivian Street
Arvada, CO 80002
(303) 431-4653

Michigan Panthers
Judge Peter Spivak - President
500 North Woodward
Suite 200
Bloomfield Hills, MI 48013
(313) 540-6484

Tampa Bay Bandits
John Bassett
Steve Arky
4221 North Himes, Suite 201
Tampa, FL 33607
(813) 875-2059

LA Express
Alan Harmon - President & CEO
Central Plaza
3440 Wilshire Blvd.
Suite 1000
Los Angeles, CA 90010
(213) 384-2400

New Jersey Generals
Charles L. Fairbanks
Meadows Office Complex
P.O. Box 512 Meadowlands
East Rutherford, NJ 07073
(201) 933-1033
(201) 933-1048

Philadelphia Stars
Carl Peterson - President
234 Goddard Avenue
P.O. Box 135
King of Prussia, PA 19406
(Temporary Address)
(215) 337-1250

Bay Area Invaders
Tad Taube - Principal
4251 George Avenue
Suite 1
San Mateo, CA 94403
(415) 573-1352

Washington Federals
Berl Bernhard - Chairman
1660 "L" Street, Suite 915
Washington, DC 20036
(202) 331-8400

HOCKEY

The National Hockey League

Clarence Campbell - Commissioner
920 Sun Life Building
Montreal, Canada H3B 2W2

Boston Bruins
Boston Garden
150 Causeway Street
Boston, MA 02114

Buffalo Sabres
Memorial Auditorium
140 Main Street
Buffalo, NY 14202

Calgary Flames
P.O. Box 1540
Station "M"
Calgary, Alberta T2P 3B9

Chicago Black Hawks
Chicago Stadium
1800 West Madison Street
Chicago, IL 60612

Detroit Red Wings
Joe Louis Sports Area
600 Civic Center Drive
Detroit, MI 48226

Edmonton Oilers
Northlands Coliseum
7424 - 118 Avenue
Edmonton, Alberta T5B 4M9

Hartford Whalers
 One Civic Center Plaza
 Hartford, CN 06103
 Los Angeles Kings
 The Forum
 3900 West Manchester Blvd.
 Inglewood, CA 90306
 Minnesota North Stars
 Met Center
 7901 Cedar Avenue South
 Bloomington, MN 55420
 Montreal Canadiens
 The Forum
 2313 St. Catherine St., West
 Montreal, Quebec H3H 1N2
 New Jersey Devils
 Byrne Meadowlands Arena
 P.O. Box 504
 East Rutherford, NJ 07073
 New York Islanders
 Nassau Veterans Mem. Coliseum
 Uniondale, NY 15533
 New York Rangers
 Madison Square Garden
 4 Pennsylvania Plaza
 New York, NY 10001
 Philadelphia Flyers
 The Spectrum
 Pattison Place
 Philadelphia, PA 19148
 Pittsburgh Penguins
 Civic Arena
 Pittsburgh, PA 15219
 Quebec Nordiques
 Colisee de Quebec
 2205 Avenue du Colisee
 Quebec, Que G1L 4W7
 St. Louis Blues
 The Checkerdome
 5700 Oakland Avenue
 St. Louis, MO 63110
 Toronto Maple Leafs
 Maple Leaf Gardens
 60 Carlton Street
 Toronto, Ontario M5B 1L1
 Vancouver Canucks
 Pacific Coliseum
 100 North Renfrew St.
 Vancouver, B.C. V5K 3N7
 Washington Capitals
 Capital Center
 Landover, MD 20786
 Winnipeg Jets
 Winnipeg Arena
 15 - 1430 Maroons Road
 Winnipeg, Manitoba R3G 0L5

American Hockey League

31 Elm Street #533
Springfield, MN 01103
(413) 781-2030

Central Hockey League

6060 N. Central Express #178
Dallas, Texas 75206
(214) 697-8585

COLLEGE ATHLETICS

National Association of
Collegiate Director of Athletics

Michael J. Cleary - Exec. Dir.
Executive Club West Bldg.
21330 Center Ridge Road
Cleveland, OH 44116

National Collegiate Athletic Association

Walter Byers - Exec. Dir.
U.S. Highway 50 & Nall Ave. Box 1906
Shawnee Mission, KA 66222

National Association of
Intercollegiate Athletics

Dr. Harry G. Fritz - Exec. Sec.
1205 Baltimore Street
Kansas City, MO 64105

National Junior College
Athletic Association

George Killian - Exec. Dir.
12 East 2nd
Hutchinson, KA 67501

National Little College
Athletic Association

Del Nobel - Commissioner
P.O. Box 367
Marion, OH 43302

Major College Conferences

Atlantic Coast Conference

Robert C. James - Commissioner
P.O. Box 6271
Greensboro, NC 27405

Big Eight Conference

Charles M. Neinas - Commissioner
600 East 8th Street
Kansas City, MO 64106

Big Sky Conference

John O. Roning - Commissioner
722 Braemere Road
Boise, Idaho 83702

Big Ten Intercollegite Conference

Wayne Duke - Commissioner
1111 Plaza Drive - Suite 600
Schaumburg, IL 60195

Central Collegiate Conference

Bob Karnes - Exec. Director
Drake University
Des Moines, IA 50311

East Coast Conference
 Earnest C. Casale - Commissioner
 Temple University
 Philadelphia, PA 19122

Eastern College Athletic Conf.
 Robert M. Whitelaw - Commissioner
 P.O. Box 3
 Centerville, MA 02632

Ivey League Athletic Conference
 304 Elm Club
 Princeton University
 Princeton, NJ 08540

Metropolitan Collegiate
 Athletic Conference
 Larry Albus - commissioner
 7777 Bonhome - Suite 1501
 St. Louis, MO 63105

Mid-American Athletic Conf.
 Fred Jacoby - Commissioner
 2000 West Henderson Road
 Suite 230
 Columbus, OH 43220

Mid-Eastern Athletic Conf.
 Earl Mason - Commissioner
 P.O. Box 1087
 Durham, N.C.

Missouri Valley Conference
 Alan M. Holmes - Commissioner
 2815 E. Skelly Drive
 Suite 821
 Tulsa, OK 74105

Ohio Valley Conference
 Robert Vanatta - Commissioner
 1025 Dove Run Road
 Suite 106
 Lexington, KY

Pacific Coast Athletic Assoc.
 Jesse T. Hill - Commissioner
 9800 S. Sepulveda Blvd.
 Suite 820
 Los Angeles, CO 90045

Pacific 8 Conference
 Wiles Hallock - Exec. Director
 800 So. Broadway, Suite 400
 Walnut Creek, CO 94596

Southeastern Athletic Conference
 H. Boyd McWhorter - Commissioner
 1214 Central Bank Bldg.
 Birmingham, AL 35233

Southern Conference
 Kenneth G. Germann - Commissioner
 No. 5 Woodlawn Green
 Suite 106
 Charlotte, NC 28210

Southwest Athletic Conference
 Cliff Speegle - Commissioner
 P.O. Box 7185
 Dallas, TX 75209

West Coast Athletic Conference
Rev. Robert A. Sunderland - Commissioner
650 Parker Avenue
San Francisco, CA 94117
Western Athletic Conference
Stan Bates - Commissioner
1515 Cleveland Place
Denver, CO 80202

SOCCER

AMERICAN SOCCER LEAGUE
11165 Parkview Avenue
Siford, NY 11783
(516) 781-0731

NORTH AMERICAN SOCCER LEAGUE
Phil Woosnam - Commissioner
1133 Avenue of the Americas
Suite 3500
New York, NY 10036
(212) 575-0066

MAJOR INDOOR SOCCER LEAGUE (MISL)
1 Bala Plaza, Suite 415
Bala CYNWYARD, PN 19004
(215) 667-8020

NORTH AMERICAN SOCCER LEAGUE

Chicago Sting
Doug Verb
Suite 1525
333 North Michigan Avenue
Chicago, IL 60601
(312) 558-5425

Ft. Lauderdale Strikers
Tim Robbie
1350 N.E. 56 Street
Ft. Lauderdale, FL 33334
(305) 491-5140

Manic de Montreal
Roger Samson
Suite 400
1259 Berri Street
Montreal, Quebec H2L 4C7
(514) 282-1300

New York Cosmos
Tom Werblin
44 East 50th Street
New York, NY 10022
(212) 308-1410

San Diego Sockers
Jack Daley
San Diego Stadium
9449 Friars Road
San Diego, CA 92108
(619) 260-4625

Golden Bay Earthquakes
Johnny Moore
Suite 100
800 Charcot Avenue
San Jose, CA 95131
(408) 946-5020

Seattle Sounders
Bruce Anderson
419 Occidental South
Seattle, WA 98104
(206) 628-3551

Tampa Bay Rowdies
Ted Moore
A Rowdies Place
2222 North Westshore Blvd.
Tampa, FL 33607
(813) 877-7800

Toronto Blizzard
Tommy Scallen
Exhibition Stadium
Toronto, Ontario M6K 3C3
(416) 977-4625

Tulsa Roughnecks
Alex Skotarek
P.O. Box 35190
6243 East 61st
Tulsa, OK 74135
(918) 494-4625

Vancouver Whitecaps
Peter Bridgewater
44 West Pender Street
Vancouver, B.C. V6B 1R3
(604) 685-8411

Team America
Beau Rogers
908 17th Street N.W.
Washington, DC 20006
(202) USA-TEAM

ADDITIONAL SOURCES

Since there are hundreds of local sports organizations, camps, and training centers which could not be included in this guide's directory, this section will include the sources of various specialized needs.

Athletic Achievements is currently developing a master directory much like this guide that will include all professional and amateur athletic organizations, institutions of higher training, tryout camps, specialized seminars, and summer camps. For more information on the exact cost of the booklet and the exact publishing date, or if you wish to purchase additional copies of this Sports Center Guide at \$5.75 per issue —

Write: Athletic Achievements
Box 6625
St. Paul, Minnesota 55106

NATIONAL DIRECTORY OF HIGH SCHOOL ATHLETICS

For those of you interested in this area of sports, one of the foremost publications that address every high school's staff and sports curriculum in the United States, is the National Directory of High School Coaches. To acquire this valuable yearly edition, send \$29.95 (each additional copy is \$18.00 plus postage and handling to:

Athletic Publishing Company
Box 931
Montgomery, Alabama 36192
Telephone: (205) 263-4436

Also available is the National Directory of Intercollegiate Athletics. This catalog of every institution in the United States is also available for the same price from Athletic Publishing.

